

FREDERICK COUNTY AFFORDABLE HOUSING COUNCIL

STRATEGIC PLAN December 12, 2011

MISSION STATEMENT: To preserve, enhance, and expand safe and affordable housing opportunities for Frederick County citizens by ensuring optimum housing services and creative use of community resources.

GOAL #1 Affordable Housing Growth

Objectives:

1. Develop new and expand existing affordable housing to keep pace with economic growth of the county for homeownership, rental and special needs populations including the homeless.
2. Through community collaboration and studies, identify and target special needs populations.
3. Collaborate with community, planning and economic development agencies to incorporate affordable housing in land use policies and plans for future growth within various subsections of city and county.
4. Create a Frederick County Affordable Housing Land Trust to ensure perpetual affordability.
5. Develop new affordable housing programs, such as:
 - a. Foreclosure Clean-up Act to purchase, rehab and resell foreclosures.
 - b. Foreclosure Prevention Program to assist homeowners with refinancing.
 - c. Rent to Own Program using leveraged funds to purchase rental properties for future resale to tenant.
 - d. Single Room Occupancy rentals through conversion of existing structures.

GOAL #2 Predictability for Affordable Housing Developers

Objectives:

1. Create new incentives for development of affordable and workforce housing:
 - a. Continue advocacy for making development decisions more timely, cost-effective and predictable for developers. Encourage streamlined processes and expedited permitting for affordable housing projects.
 - b. Work with the Planning Division to develop regulatory/legislative and zoning changes to encourage workforce housing, Single Room Occupancy facilities, accessory apartments, and other types of shared housing.
 - c. Study impact of changing from a flat impact fee to a sliding square foot fee to encourage production of smaller houses.
 - d. Support the elimination of taxes on undeveloped land for all non- profit affordable housing developers.
 - e. Propose tax incentives for rental housing.

GOAL #3 Partnerships and Shared Resources

Objectives:

1. Work collaboratively with and engage municipal agencies, planning and community groups, such as East Frederick Rising and the Golden Mile Planning Group, to ensure future growth plans include affordable housing.
2. Partner with non profits and the building community to identify and collaborate on ways to preserve individual, multifamily and special needs housing.
3. Connect with municipalities with programs such as “Main Street” to identify businesses with residential components for partnering on development and rehabilitation.
4. Identify State and Federal programs that help with the preservation of expiring contracts on state and federally subsidized multi- family properties.
5. Connect and engage in partnerships with organizations and agencies that provide related housing services, housing counseling and education, and economic opportunities.
6. As economy warrants, leverage HIF funds and partner with Bank CRA initiatives and private industry to create additional funding sources.

GOAL #4 Enhancing Awareness and Advocacy

Objectives:

1. Create awareness in the community as to the role of the Affordable Housing Council.
2. Increase public awareness of housing as a social issue to reduce negative stereotypes.
3. Work with city and county offices of Economic Development to strategically communicate need and benefits of housing supply to business community, targeting entry level workers coming in under new industry.
4. Involve local businesses and municipal governments to address the housing issues of teachers, municipal workers and others that work here but cannot afford to live here.

GOAL #5 Livable Communities

Objectives:

1. Be a proponent of economically viable and livable communities.
2. Encourage magnet projects that foster community development, including basic amenities (commercial, transportation, schools and open spaces within walking distance).
3. Support the development of energy efficient, affordable housing situated near existing infrastructure.
4. Identify government sources of land that could be used for affordable housing.
5. Leverage County Housing Initiative Funds to support the building of green multifamily rental housing
6. Support the intermingling of affordable housing with business located near transportation hubs.